

22 MAR 1971

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : "Communications"

1. This memorandum is being sent as a result of the discussion at the DD/S Staff Meeting 16 March and the Management Advisory Group paper on the Agency's image.
2. Referring to Webster's New International Dictionary you will find several rather lengthy definitions for communication and communications. The one which I prefer above all others is "to communicate is to make common to both parties --- involved, knowledge or quality conveyed ---." In a nutshell, good communications means mutual understanding.
3. You were quite right in pointing out that successful communication depends in the first place on attitude and desire. If one does not truly wish to communicate (establish mutual understanding) on the part of either the communicator or the person being communicated with, then it follows that communications cannot be successful.
4. Assuming each of us possess the honest desire to communicate up, down and across in this Organization, then we can succeed in communicating by using, on a selected basis, the many communications techniques and other tools available to the Manager.
5. In addition to the "communication" recommendations made by the Management Advisory Group in their paper, I believe that we, within the Directorate of Support, are using or could use a number of "closer to home" management tools. Some of the techniques and tools known to me and practiced in OC include the following:
  - a. OC's weekly staff meeting notes receive widespread distribution throughout the Office.
  - b. All components hold regularly scheduled staff meeting/group meetings through the branch level.
  - c. Items are reported both down and up.
  - d. We attempt to maximize participation in Office-wide activities at all levels - this includes social and recreational activities as well as professional panels, committees, etc.

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e. We publish a periodic informal newsletter which receives world-wide distribution. A junior grade informal newsletter intended for distribution within an overseas area is a new technique which is gaining in popularity.

f. As a means of expressing interest, desire and intent to communicate and relate, the senior officers of OC are encouraged to meet and talk with employees in the employee's work space.

g. Every Thursday afternoon by schedule the Director of Communications, and in his absence the Deputy, meets with that week's returnees from our overseas establishments. This is part of a full afternoon re-briefing of such returnees on the Office/Agency and its many and complex activities.

h. OC pioneered in the Student Wives Overseas Orientation Program (SWOOP) in order to broaden the communications base to include the wives and families of our new communicators. This is one week of planned briefings, interviews, and indoctrination of the families of our EOD graduating classes at ☐ One of the significant pluses to the Program has been the voluntary contribution of time and assistance provided by our wives in the Washington Area who have served abroad and experienced the sort of problems these young wives will encounter on their first and subsequent tours.

i. I am a believer in organizational "retreats" for officers who, increasingly these days, do not have the time to philosophize and as a group contemplate the answer to "where have we been?" and "where are we going?"

j. Honors received, unusual contributions made and special achievements generally, whether professional or outside of the normal office routine are publicized and thus encouraged.

6. The foregoing list is by no means all-inclusive. Some of them may be new to other components in the Directorate. By the same token I would appreciate knowing what the other Offices have in their tool sheds.



Director of Communications

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